

## **STRATEGIC FRAMEWORK ACTION PLAN**

### **Goal 7: Promote Economic Prosperity and Regionalism**

**Strategic Framework Element Core Values:** We value the health, economic prosperity, and well being of our citizens. We value mutually beneficial cultural and economic ties with Mexico and our neighbors in Latin America. We value maintaining and encouraging a diverse economy to achieve a rising standard of living for all San Diegans. We value regional cooperation and coordination to resolve regional growth issues, and support regional collaboration to meet economic prosperity goals.

#### **Strategic Framework Element Economic Prosperity and Regionalism Policy**

**Recommendations:** Retain and attract businesses that diversify the economic base and offer high-quality employment opportunities. Lead regional collaboration and strengthen border relations.

To address the shortage of available employment land, land appropriate for employment land uses should be designated in key areas throughout the city, including recognizing where underutilized land uses could be redeveloped as employment uses. Subregional Districts and Urban Village Centers will play an important role in the City's economic prosperity strategies by providing the appropriately designated land and infrastructure needed to support business development and a variety of employment and housing opportunities.

**ACTION ITEMS** include:

#### **7.a Economic Prosperity Element**

Adopt an Economic Prosperity Element of the General Plan that contains coordinated and comprehensive economic prosperity goals, objectives and implementation measures.

The Element should specifically:

- Establish citywide policies for the retention, reuse, and intensification of employment land.
- Promote development of infill industrial sites and establish incentives to support industrial uses in existing urban areas.
- Determine target goals for retail, commercial, and employment development in Urban Villages, Transit Corridors, and Subregional Districts. Limit retail commercial development in subregional districts that are targeted for more intense employment uses.
- Establish policies and criteria that limit the redesignation of existing industrial land to other uses. Criteria should address the need to mitigate existing land use conflicts.
- Include citywide criteria for the reuse of vacant or underutilized big box retail or wholesale centers to non-commercial uses.

- Establish overall economic development policies regarding use of redevelopment areas and enterprise zones.
- Establish policies encouraging collocation of employment and residential uses.
- More specifically define corporate headquarters, multi-tenant office, and other uses that do not have a research and development or manufacturing component.
- Identify areas where land uses should be restricted and where middle-income employment land uses should be expanded. In general, the range of permitted land uses should be most restricted in the northern portion of the city and less restrictive in the southern portion.
- Establish policies to maintain and expand wholesale trade sector uses near ports, ports-of-entry, commercial airports, and other existing and proposed transportation infrastructure facilities.
- Address safety standards to guide the proximity between residential and industrial uses, and provide for a phased elimination of existing incompatible uses.
- Identify incentives including, but not limited to: increased floor area ratio, average daily trip credits for new transit or transportation demand management measures, financial and tax incentives to encourage the development of middle-income employment uses, and measures that facilitate expansion of high technology business facilities.
- Identify broadly distributed locations for high-technology business facilities.

Lead Department: Planning/Community and Economic Development • Staff Funding: Yes

### **7.b Employment Lands**

As a part of Action 9.b, amend groupings of community plans to:

- Intensify employment uses in subregional districts and urban centers concomitant with transit improvements.
- Intensify other underutilized employment lands that are served by existing or planned transit.
- Identify areas in subregional districts appropriate for collocation of employment and residential uses.
- Designate and preserve areas for employment uses.
- Encourage high-technology clusters in the southern portion of the City.
- Designate transit corridors where employment uses should be emphasized.
- Include a connected bi-national village on both sides of the United States and Mexican border.

Lead Departments: Planning/Community and Economic Development • Staff Funding: Yes

### **7.c Industrial Zones**

Monitor implementation of the Land Development Code (LDC) and propose additional amendments if needed to further:

- Address industrial zone permitted land uses and mixed-use design standards, including analysis of industrial/commercial/residential mixed use.
- Increase floor area ratio/coverage maximums in the applicable zones of subregional districts or areas with transit availability.
- Investigate the use of transit credits for floor area ratio increases for industrial areas outside of subregional districts.
- Maintain and expand opportunities for existing businesses by applying LDC tools to provide flexibility for expansion and reuse of existing businesses.

Lead Departments: Development Services/Planning/Community and Economic Development • Staff Funding: To be determined

#### **7.d Living Wage**

Adopt Living Wage legislation as a way to achieve a higher standard of living for all San Diegans.

Lead Department: To be determined • Staff Funding: No

#### **7.e Public Lands**

Identify underutilized City-owned land that can be served by transit with potential for use as employment land and prepare comprehensive plans for such lands as appropriate.

Lead Departments: Planning/Real Estate Assets/General Services • Staff Funding: No

#### **7.f Economic Impact**

- Consider the economic and fiscal impacts of major development projects for use in the decision-making process.
- Consider wage levels of jobs created and new development impact on viability of existing uses in the community.
- Prepare economic impact statements for selected projects.
- Define "major development project" and identify what impacts should be addressed through the economic impact statements. Consider cost and time impacts to the developer.

Lead Departments: Planning/Development Services/Community and Economic Development • Staff Funding: No

#### **7.g Government Initiatives**

- Work with all levels of government to encourage economic development.
- Identify federal, state, and city mandates that represent unreasonable barriers to future economic development, and address these mandates through lobbying efforts.

- Collaborate with state and federal agencies to implement alternate investment policies that support urban growth.
- Work with SANDAG to regularly update cluster analysis information to identify key growth industries to determine incentives for desired businesses.

Lead Departments: Planning/Community and Economic Development/Intergovernmental Relations • Staff Funding: Yes

#### **7.h International Trade**

- Increase trade and collaboration with Mexico and Latin America.
- Adopt a comprehensive economic strategy with Mexico that includes implementation of cross-border facilities.
- Support efforts to develop long term solutions to energy needs through mutually beneficial agreements with Baja California.

Lead Departments: Planning/Community and Economic Development/Intergovernmental Relations/Binational Affairs • Staff Funding: Yes

#### **7.i Education**

- Encourage equitable access to educational opportunities that result in a highly qualified and skilled labor force.
- Develop partnerships with the education/work force training community.

Lead Department: Community and Economic Development • Staff Funding: TBD